

FBI HUMAN CAPITAL STRATEGY 2020

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WHO IS THE FBI?

FBI MISSION

As an intelligence-driven and threat-focused national security organization with both intelligence and law enforcement responsibilities, the mission of the FBI is to protect and defend the United States against terrorist and foreign intelligence threats, to uphold and enforce the criminal laws of the United States, and to provide leadership and criminal justice services to federal, state, municipal, and international agencies and partners.

TRADITION OF EXCELLENCE IN LAW ENFORCEMENT

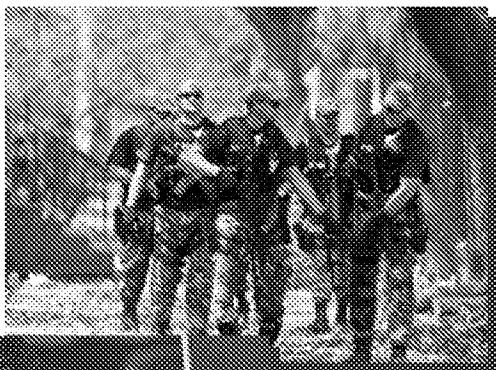
For nearly a century, the FBI focused human capital planning and development efforts on Special Agents who are on the front lines of law enforcement operations. This focus led to a widely recognized tradition of operational excellence among the Special Agent workforce and a robust array of Special Agent recruitment, training, and career development programs. Over time, the Bureau's workforce and its priorities have shifted to adapt to evolving mission needs, including emerging threats to national security and efforts to remain competitive in the talent market.



9/11 AND SPOTLIGHT ON INTELLIGENCE INTEGRATION

The attacks of 9/11 and the eruption of the global war on terror highlighted the need not only to better integrate the FBI's intelligence and law enforcement responsibilities but also prioritize strategic planning efforts for the intelligence workforce.

In 2004, the National Commission on Terrorist Attacks Upon the United States (known as the 9/11 Commission) recommended that "a specialized and integrated national security workforce should be established at the FBI consisting of agents, analysts, linguists, and surveillance specialists who are recruited, trained, rewarded, and retained to ensure the development of an institutional culture imbued with a deep expertise in intelligence and national security."



KEY HUMAN CAPITAL ACCOMPLISHMENTS SINCE 9/11

Since 9/11 and the publication of the 9/11 Commission Report, the FBI has made significant strides to develop and integrate its workforce. Human capital planning efforts have shifted to include the broader workforce of Special Agents, Intelligence Analysts, and the wide range of Professional Staff, contractors, detailees, and task force officers, continuing the longstanding tradition of excellence across a highly talented and increasingly diverse workforce.

With this shift over the past decade, the FBI has implemented a variety of programs, initiatives, and infrastructure designed to improve and strengthen the FBI's workforce by providing the tools and resources to better equip them to accomplish the mission. As these efforts continue, the FBI will remain focused on addressing challenges and opportunities for improvement across all aspects of human capital planning and the employee lifecycle.

LOOKING TOWARD THE FUTURE

The strategies and plans the FBI develops and implements in the coming years will enable the organization to continue adapting to a changing environment, evolving mission needs, and future challenges. Growing threats in areas such as cyber security have driven the FBI to focus recruitment, development, and retention efforts on the tech workforce, which will continue to be a critical priority for human capital planning efforts. The objectives and approaches to implementation contained in this document provide a five-year vision that ensures the FBI workforce will continue to be effective, world-class, and devoted to protecting the nation.

FBI CORE VALUES

The FBI is guided by eight core values:

- Rigorous obedience to the Constitution of the United States
- Respect for the dignity of all those we protect
- Compassion
- Fairness
- Uncompromising personal and institutional integrity
- Accountability by accepting responsibility for our actions and decisions and their consequences
- Leadership, by example, both personal and professional
- Diversity



APPROACH TO HUMAN CAPITAL STRATEGY

While the FBI workforce has maintained a tradition of excellence in achieving its mission, the Bureau recognizes the need to plan strategically in a fiscally constrained, mission-focused operating environment. The objectives and approaches in this document support the human capital objectives of the FBI's oversight organizations, including the objectives found in the *U.S. Intelligence Community Human Capital Vision 2020* and the *Department of Justice Human Capital Strategic Plan 2015-2018*.

STRATEGIC OBJECTIVES

These five objectives represent themes for actions that will help the FBI address its most critical workforce gaps and ensure the workforce is optimally positioned to address emerging threats and future priorities. While specific initiatives and measures may change each year, the objectives will remain in place as long-term priorities. In conjunction with the Human Resources Division's (HRD) plans to meet regularly with executives at Headquarters and in the Field, the FBI will reassess and reevaluate this strategy annually.

Objective 1: Identify, attract, retain, and optimally utilize the most mission-critical talent

Objective 2: Develop individuals for success, identifying and preparing leaders of tomorrow

Objective 3: Enable a diverse and integrated workforce inclusive of all employees

Objective 4: Use data for decision making and planning, enabled by information technology

Objective 5: Deliver quality human resources services to all customers

After a transition period to HR Source, the FBI's new enterprise-wide workforce management system, and a change in its approach to human capital planning, the FBI is issuing this new strategy to address the challenges expected between now and 2020. Specifically, the FBI will create an adaptable workforce able to keep pace with the dynamic nature of the FBI mission and competitive in the external market of top talent.

ALIGNMENT WITH DIRECTOR'S PRIORITIES

Nine months after beginning his term in September 2013, Director James B. Comey, Jr. set out three priorities as the FBI improves its ability to accomplish the mission: **leadership; intelligence; and cyber.** These priorities played a major role in the formation of this strategy's objectives, and they will continue to inform its implementation.

FBI DIRECTOR'S PRIORITIES

LEADERSHIP: The FBI has excellent leaders among its workforce, but not nearly enough. To increase the number and sustain the effectiveness of these leaders, the FBI needs to take actions that ensure excellent leadership at all levels and in all disciplines. The FBI must identify leadership potential early and then train and utilize leaders. And for all employees, the FBI needs to ensure that everyone is provided with opportunities to learn, grow, and advance their careers.

INTELLIGENCE: The FBI Special Agent cadre is incredibly skilled and adept at obtaining useful information for operations. In addition, the FBI needs to ensure greater integration of talented professionals working alongside Special Agents to determine gaps and requirements and how to act on the valuable information collected.

CYBER: An increasing number of threats now take place on or through the internet. To be effective in accomplishing its national security and criminal investigation mission, the FBI must operate effectively in cyberspace. Accordingly, the FBI needs the workforce talent that will equip it to do so.

ALIGNMENT WITH FBI STRATEGY MANAGEMENT SYSTEM

This strategy also aligns with the FBI's enterprise-wide Strategy Management System (SMS) in several key ways. First, objectives are linked to the Bureau's overall SMS objectives, either in the category of Talent and Technology or Capability, directly supporting the achievement of the FBI's strategic objectives in those areas. Second, measures and initiatives developed based on this strategy will use the processes and tools in place for SMS to track progress toward this strategy's objectives.

IMPLEMENTATION

Implementation of the *FBI Human Capital Strategy 2020* will include an annual process of identifying priority initiatives and corresponding performance measures. For each initiative, an executive will be assigned accountability for the initiative's completion. That executive will also be responsible for ensuring the development of detailed implementation plans. Similarly, an accountable executive will be identified for each measure and for reporting the results of the measure at least annually.

As initiatives are completed, they will be removed from the list of ongoing initiatives that are tracked regularly and potentially replaced with initiatives where additional or newly prioritized needs are identified. As the targets for measures are reached and those measures are no longer in need of monitoring, they will be removed or replaced as well.

An annual report will be developed reviewing the progress of each priority initiative and progress toward the objectives outlined in this five-year strategy.

The remainder of this document provides additional detail on each of the five strategic objectives, including key challenges identified, the approach toward actions to be taken, and measures to manage performance and progress toward mission goals.

FBI HUMAN CAPITAL STRATEGY

2020

OBJECTIVE 1

Identify, Attract, Retain, And Optimally Utilize The Most Mission-Critical Talent

CURRENT CHALLENGES

The FBI's understanding of specific talent needed to achieve the mission varies across the organization. In addition, the FBI has not consistently developed detailed annual hiring or recruitment plans beyond establishing overall numbers of Special Agents, Intelligence Analysts, and Professional Staff employees that the organization aims to hire in a particular year. A repeatable process for identifying critical talent needs that keeps up with the pace of evolving threats will enable the FBI to tailor recruitment, retention, and development efforts more strategically.

UNDERSTANDING THE OBJECTIVE

Subject matter experts across the Bureau will identify the most mission-critical talent essential in the workforce. They will distinguish the needs that are most critical to the mission, assess both current and future needs based on existing workforce skills and competencies, and deploy the strategies to fill those needs. HRD will work with its customers to develop strategies and plans to equip the workforce to achieve its mission and to use those skills and competencies optimally. By meeting this objective, the FBI will be better able to target recruitment and hiring, retention, and development efforts to focus on addressing the workforce needs.

APPROACH

The first step toward this objective is to establish a **repeatable process for identifying mission-critical talent**. HRD will work with experts across the organization who are familiar with the requirements for the top priority programs and needs. This list will serve as the foundation for a number of workforce planning strategies and will be updated on a regular basis, to keep pace with the evolving mission.

The FBI will also develop **annual hiring and recruitment roadmaps** with specific targets and goals for meeting particular talent needs. These talent needs will be based

on the list of mission-critical talent developed each year. The roadmaps will outline recruitment strategies that incorporate traditional recruitment practices as well as specific recruiting initiatives and programs. It is important to note that while numerical targets will still be set for Special Agents, Intelligence Analysts, and Professional Staff, there will be an additional focus on targeting the hiring of mission-critical talent into those positions.

As part of recruitment strategies, the FBI will utilize **targeted recruitment incentives** to focus additional investments on attracting talent to meet the most pressing mission needs. In the same way, the FBI will apply **targeted retention incentives** and **targeted development incentives** such as prioritizing employees with specific interests or abilities to participate in programs such as the Student Loan Repayment Program (SLRP), University Education Program (UEP), or Sabbatical Program. The improvement and expansion of these programs will enable them to be more widely available and help develop future leaders particularly in mission-critical areas such as cyber and technology.

Through technology-enabled capabilities in HR Source, the FBI will be able to **track employee skills and competencies in a consolidated system**, ensuring that individual employees are optimally positioned in roles throughout the enterprise. To maximize the contributions of the contract workforce, task force officers, and detailees, the FBI will improve **tracking data on the non-FBI employee population** to include particular skills and competencies.

OBJECTIVE 2

Develop Individuals For Success, Identifying And Preparing Leaders Of Tomorrow

CURRENT CHALLENGES

To stay ahead of adversaries, the FBI must improve its ability to develop employees and leaders. Currently, developmental tools and resources such as career paths and mentoring programs are not consistently utilized across employee types, occupations, or organizations within the FBI. Similarly, performance and ability is measured using a variety of strategies and processes. The ability of FBI leaders to develop employees is also hampered by a lack of data and technology and by heavy operational and administrative responsibilities.

UNDERSTANDING THE OBJECTIVE

Director Comey has stated, "To be truly great, and to sustain greatness, we need consistent, excellent leadership at all levels and in all disciplines." Exemplary leadership magnifies employee contributions to the FBI mission and ensures corresponding opportunities for development and career progression. By improving leader development, the FBI will improve mission effectiveness and provide all employees, regardless of jobs or roles, the tools and opportunities for growth. To develop world-class leadership, the FBI will improve its ability to assess performance, identify talent, and recruit, retain, and develop leaders.

APPROACH

To reduce complexity and improve execution, leadership selection will be standardized into one **integrated leadership selection system** for both Special Agents and Professional Staff. This system will be integrated with the FBI's performance management program, assessment data, and existing selection processes.

Best practices in place for assessing Special Agents will be applied to Professional Staff. The **Leadership Skills Assessment for Professional Staff** will apply to all employees the situational interview tool currently in place as a prerequisite in Special Agent leadership selection. This tool will help evaluate the readiness of Professional Staff who wish to apply for supervisory positions.

The FBI will also improve the **employee performance management program** to better assess current performance, enable development conversations between leaders and their employees and support career development and promotion readiness. Additionally, the FBI will evaluate ways to more fully leverage current **climate and leadership surveys** to improve overall employee and organizational performance management.

The FBI will also ensure the preparedness of incoming supervisors and leaders through initiatives such as **job shadowing** during senior-executive orientation and trainings such as the "**New Inclusive Quotient (New IQ)**" training.

For the entire workforce beyond those preparing to be leaders, the FBI will also prioritize efforts to provide the **career development tools and resources** to support growth and development. These efforts will include linking skills and competencies to career paths and training plans to inform individual development plans, developing and issuing guidance and standards on effective mentoring programs and practices to organizations throughout the FBI, and increasing opportunities for Professional Staff at headquarters to participate in temporary duty assignments across headquarters divisions.

OBJECTIVE 3

Enable A Diverse And Integrated Workforce Inclusive Of All Employees

CURRENT CHALLENGES

For the FBI to be the most effective in addressing criminal and national security threats, it must strive for the workforce to best reflect the population it protects. The FBI must also guard against the potential tendency to treat inclusion simply as a matter of ensuring "adequate" minority representation. While the FBI workforce represents, interacts with, and serves communities of all races, nationalities, and ethnicities on a daily basis, women and minorities have historically been underrepresented in critical segments of the workforce and particularly in the executive ranks.

In addition to demographic diversity, it is also important that the FBI embraces and promotes an inclusive environment with a diversity of talents, backgrounds, and experiences. Accomplishing this objective means fully integrating those segments of the workforce made up of people who are not directly employed by the FBI but whose diversity of experiences, perspectives, and ideas help the FBI be more effective in achieving the mission. These include contractors, task force officers, detailees from other agencies, and others.

UNDERSTANDING THE OBJECTIVE

To optimize its ability to achieve the mission, the FBI will take actions to ensure a work environment that is inclusive of all employees and demonstrate the value of diversity in the workforce. This objective will be achieved through strategies, processes, and programs that ensure the FBI is attracting a diverse hiring candidate pool and actively supporting and sustaining diversity among its workforce. With the rollout of diversity as an FBI core value, the FBI has an opportunity to build off the momentum of an enterprise-wide communications campaign that will accompany this rollout and take actions that put into practice and demonstrate the importance of diversity to the FBI.

APPROACH

From the start of the employee lifecycle, the FBI will strive to enhance its ability to apply analytical methods of **tracking and measuring the diversity of individuals throughout the recruiting and hiring process**. The scope of such an initiative will include efforts to measure the diversity of the applicant pool at different stages from selection and hiring to onboarding of new employees to ensure current recruitment and hiring practices support rather than hinder the objective of enabling a more diverse workforce. These measures will be benchmarked against relevant organizational standards and analyzed on a regular basis to identify gaps, biases, and opportunities to improve current practices.

By supporting programs and initiatives such as the Strategic Diversity Partnership Initiative (SDPI), the FBI will also enhance recruiting efforts to **diversify the employee applicant pool**. These efforts will focus on ensuring recruiting efforts reach under-represented or minority populations with the critical attributes needed to achieve the FBI mission through partnerships with various public, private, and academic organizations.

In addition to attracting and hiring a diverse workforce, efforts must also be made to ensure diversity is sustained. A greater diversity of the workforce yields a diversity of individual needs and the call for greater flexibility in managing the workforce. To ensure supervisors and managers are equipped with tools and resources to sustain diverse workforce requirements, the FBI will **enhance awareness and understanding among supervisors and leaders on flexible work schedules** – including the benefits, challenges, and guidance for appropriate use of available schedule management tools.

OBJECTIVE 4

Use Data For Decision Making And Planning, Enabled By Information Technology

CURRENT CHALLENGES

As the FBI workforce grows and evolves, the FBI will ensure systems and technology are in place that allow for collection, analysis, access, and utilization of workforce data for decision making. Without data on skills and competencies required for success in jobs across the enterprise, capabilities of current employees, and reasons why employees with critical capabilities leave the FBI, leaders are not able to make well-informed decisions or plan strategically for the future.

UNDERSTANDING THE OBJECTIVE

Decision making and planning for the FBI workforce will be facilitated by analysis of reliable and accessible data. This objective will be achieved through development and enhancement of systems and processes that define, gather, analyze, and utilize workforce data to improve decision making and planning. This will primarily be facilitated by the continuing rollout of HR Source, the workforce management system the FBI launched in 2013. Additionally, this objective will require the ongoing development of analytic capabilities among FBI employees to access, understand, and interpret data in support of key decisions.

APPROACH

Through the continued deployment of HR Source, the FBI will have a modernized workforce management system that standardizes processes, centralizes data, and improves access to information. The rollout of modules and functionalities will improve HR operations and enhance decision making.

- Enabling employees to access, review, analyze, and report on important workforce information
- Assisting leadership in proactively planning for gaps in critical skills and competencies
- Analyzing environmental needs, and allocating resources effectively
- Creating the foundation for future technology enhancements.

Enhancements to the **HR Source Profile Manager** module, initially deployed in 2014, will allow greater

collaboration and individual development planning among employees, and will inform leadership priorities for recruiting, hiring, staffing, and training by centralizing data on employee skills and competencies.

The **HR Source Talent Acquisition** module will provide a new system for managing recruiting, hiring, and staffing activities, to include a portal for internal and external individuals seeking career transitions. Talent Acquisition will enhance the FBI's capabilities for managing the talent pool by organizing prospective hires into talent networks, filtering by skill sets, and making selections for positions. The module will support Objective 1: to identify, attract, retain, and optimally utilize the most mission-critical talent.

The **HR Source ePerformance** module will provide streamlined performance appraisal tools by automating and modernizing the current FBI performance appraisal forms and system. Closely linked to Profile Manager, job profiles will serve as the mechanisms for aligning individual job requirements with relevant evaluation criteria.

The **HR Reports Center** will provide Field Offices, Headquarters divisions, and hiring managers with a platform to access data on the workforce for the range of human capital planning functions. This data will enable meaningful analysis of workforce needs. Through the integration of information and reporting from HR Source and other sources, the HR Reports Center will serve as a self-service, one-stop shop for all HR-related management information needs.

The FBI will also focus efforts on leveraging data and technology to improve the **employee off-boarding process**. For example, to better anticipate separation of employees with the most mission-critical attributes and inform retention strategies, the FBI will deploy an exit survey for all separating employees.

OBJECTIVE 5

Deliver Quality Human Resources Services To All Customers

CURRENT CHALLENGES

All parts of the FBI – whether individual employees, field offices, headquarters divisions, potential employees, or alumni – must have access to the highest quality human resources services so they are equipped to focus on the FBI mission. However, this quality of service may vary based on inconsistent applications of service standards or a lack of ability for services to evolve at the pace of the growing workforce and mission. Each employee's – current, prospective, or past – experience with the FBI is heavily impacted by human resources processes, health services, training programs, and alumni resources, among others. The complex employee support network requires precise coordination and a strong ability to identify, monitor, and respond to workforce needs.

UNDERSTANDING THE OBJECTIVE

Human Resources Branch (HRB) and HRD will focus on improving customer service practices to ensure that all customers are consistently met with the highest possible quality of service. These customers span the entire employee lifecycle, from individuals in the talent market who are targeted in recruitment efforts to past employees who may leave the FBI to develop skills or gain new experiences but may be targeted in future recruitment efforts to re-hire alumni. This objective will be achieved through implementing new and improved processes for gathering and understanding customer needs, mechanisms for addressing those needs, and communications channels for assessment of services provided, as well as programs to enhance HRD workforce and systems capabilities.

APPROACH

HRD will utilize forums such as the **human resources strategy sessions** with its customers as a means for gathering customer requirements and providing information on key initiatives, tools, and resources relevant to customers. The outcomes of these sessions will continue to shape human capital priorities and inform future strategic planning.

In addition, to meet this objective, efforts will be made to deploy mechanisms to **assess the human resources customer experience**, which will inform continuous process, program, and service improvements. This will include initiatives to deploy customer surveys and other feedback collection mechanisms.

The **centralized management of the psychological health workforce** is a key priority for improving the consistency of a critical service provided to the FBI workforce. Through this effort, the FBI's Office of Medical Services will identify all individuals in the organization who provide psychological counseling services to the FBI workforce and ensure they are equipped with the appropriate credentials to perform this critical work.

Finally, HRD will continue to invest in improving the overall capabilities of its staff through the **Human Resources Professional Development Program**. As part of the effort to optimize the effectiveness of services provided to the FBI workforce, this program improves cross-functional knowledge of employees from all HR functions through formal training courses, job-shadowing programs, and rotational opportunities. The program covers all aspects of human resources functions and services, equipping employees to better meet the variety of customer needs.

APPENDIX A: MEASURING PROGRESS

Implementation of the *FBI Human Capital Strategy 2020* will include an annual process of identifying priority initiatives and corresponding performance measures. These initiatives and measures will be tracked and reviewed through the FBI's Strategy Management System (SMS) review process and Strategy Management Tool (SMT). An annual report will be developed reviewing the progress of each priority initiative and progress toward the strategic objectives outlined in this five-year plan. Examples of these measures are listed below.

Objective 1 Identify, attract, retain, and optimally utilize the most mission-critical talent	<ul style="list-style-type: none"> • Fill rate for mission-critical talent needs • Percentage of critical populations with identified SMEs and an established data collection process • Climate survey results on employee work experience and competence
Objective 2 Develop individuals for success, identifying and preparing leaders for tomorrow	<ul style="list-style-type: none"> • Percentage of supervisors who have taken and passed the Leadership Skills Assessment • Percentage of supervisors who have completed diversity and inclusion training • Percentage of employees mapped to job profiles
Objective 3 Enable a diverse and integrated workforce inclusive of all employees	<ul style="list-style-type: none"> • Percentage of minority populations represented in workforce • Number of applicants, offers, onboards due to diversity recruitment efforts • Percentage change in retention rates for minority populations
Objective 4 Use data for decision making and planning, enabled by information technology	<ul style="list-style-type: none"> • Percentage of employees who have completed employee profiles • Number of self-service queries made in the HR Reports Center • Percentage of departing employees who complete exit survey
Objective 5 Deliver quality human resources services to all customers	<ul style="list-style-type: none"> • Percentage of HR functions and services included in a customer service assessment • Results of evaluation of HR Professional Development Program impact on enhanced individual job performance • Participant evaluation ratings of HR Professional Development courses

APPENDIX B: YEAR-ONE PRIORITY INITIATIVES

In addition to Director's Priority Initiatives, 13 initiatives were identified for the first year of strategy implementation, assigned to an accountable executive, and will be tracked and reviewed through the FBI's SMS review process and SMT.

Objective 1	<p>1.1 Mission-critical/specialized talent list Repeatable process for identifying mission-critical skills and competencies to inform human capital planning efforts</p> <p>1.2 Annual hiring and recruitment roadmaps Specific annual recruitment and hiring targets and goals for particular positions and attributes</p> <p>1.3 Tech workforce development (Associate Deputy Director's Priority Initiative) Identification of the FBI tech workforce, including skills and competencies, to inform targeted human capital planning efforts</p>
Objective 2	<p>2.1 New IQ training Training to equip all supervisors with the knowledge to promote inclusion in the workplace</p> <p>2.2 Leadership skills assessment for Professional Staff Situational interview process and tool applied to Professional Staff supervisor selection</p> <p>2.3 ASAC selection process update Comprehensive review of current ASAC selection process to align with other Special Agent promotion opportunities</p>
Objective 3	<p>3.1 Analytical methods to measure diversity recruitment Analytical methods to measure effectiveness and return on investment of various diversity recruitment efforts at all stages of the hiring cycle</p>
Objective 4	<p>4.1 HR Source Phased deployment of the new enterprise-wide HR management system with functionalities to include Profile Manager, Talent Acquisition, and ePerformance</p> <p>4.2 HR Reports Center Self-service centralized report center for managers across the enterprise to access workforce data</p> <p>4.3 Employee off-boarding process Comprehensive review of employee off-boarding processes and tools to capture data on separating employees to inform future human capital planning efforts</p>
Objective 5	<p>5.1 Human Resources Professional Development Program Program to enhance customer service of HR professionals by promoting broader knowledge of all HR functions and services</p> <p>5.2 Customer service assessments Tools and repeatable process for measuring the quality of HR service delivery</p> <p>5.3 Psychological health personnel Centralized management of psychological health personnel qualifications to provide services to employees</p>

APPENDIX C: FBI WORKFORCE BY THE NUMBERS

All personnel data as of the beginning of FY2015

56

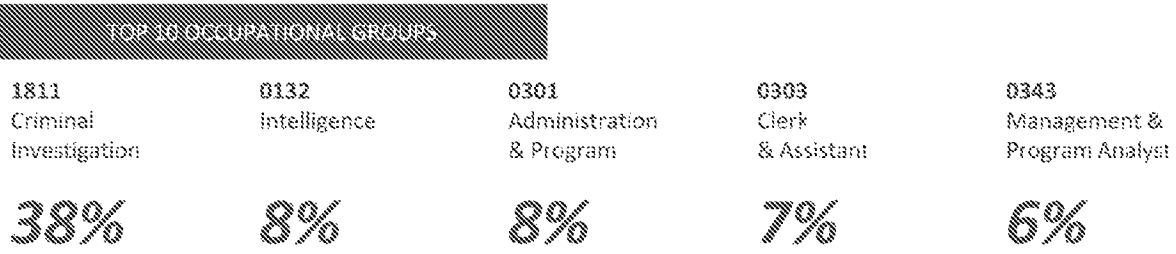
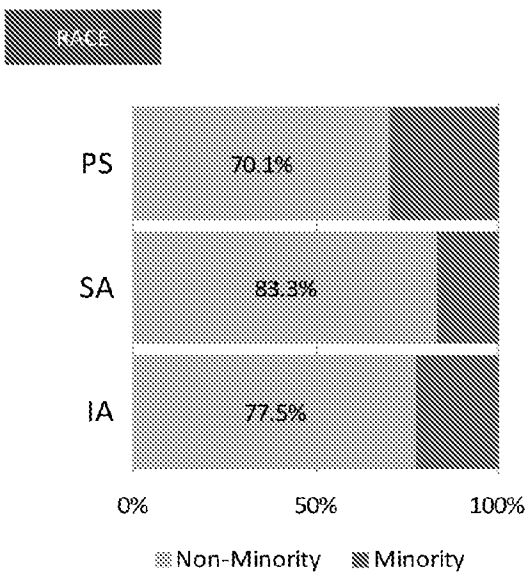
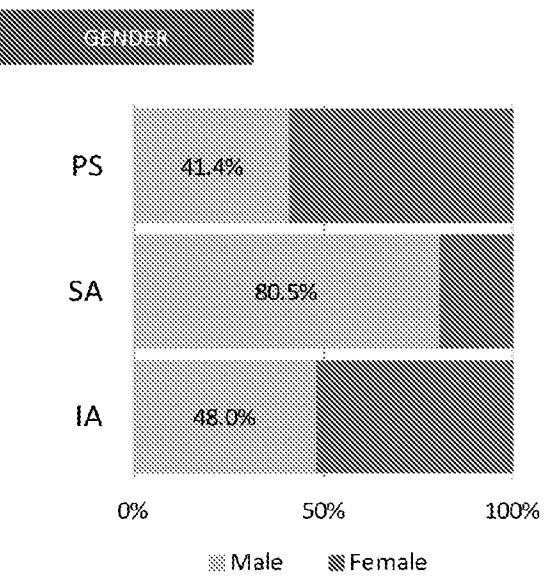
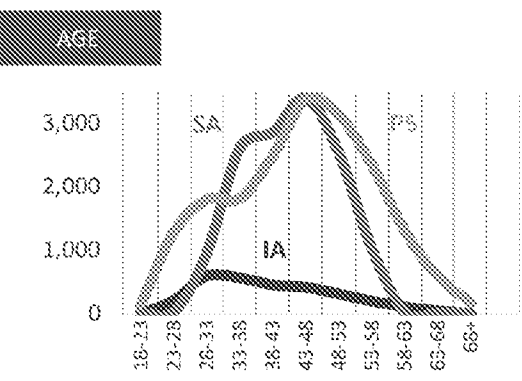
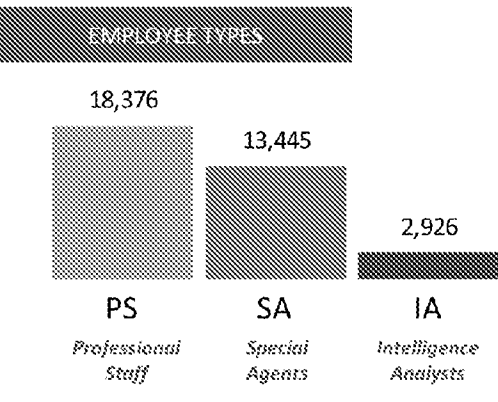
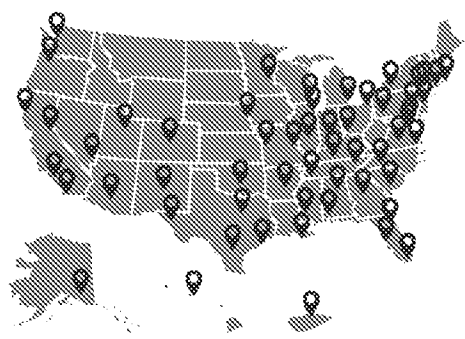
Field Offices

381

Resident Agencies

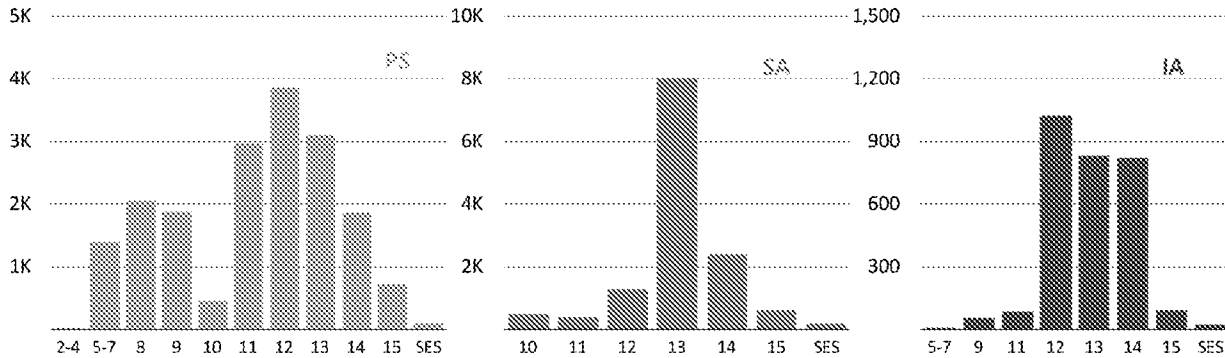
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Legal Attaches & Sub-Offices



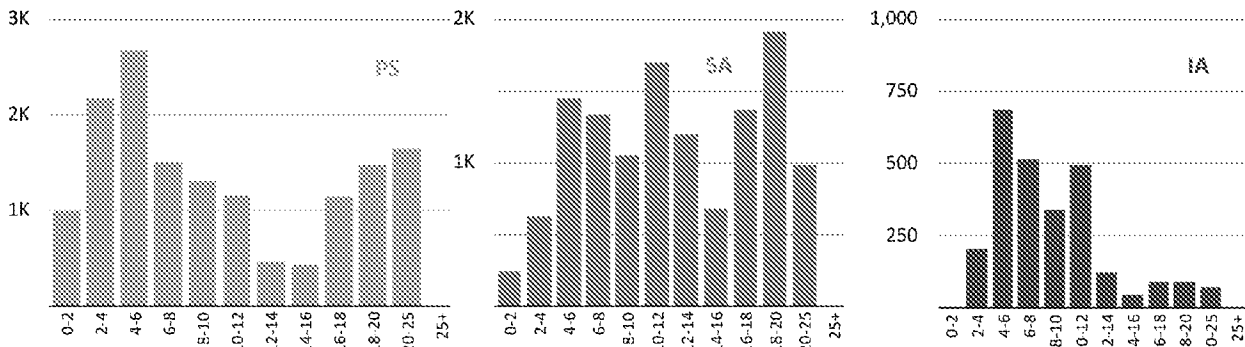
GRADE

The figures below show the distribution of FBI employees by General Schedule grade levels



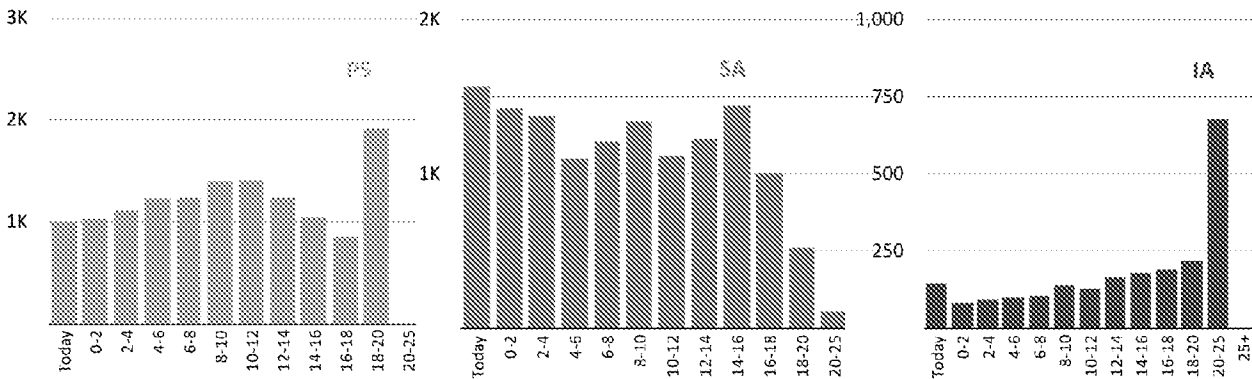
TENURE

The figures below show the distribution of FBI employees by years of tenure



RETIREMENT ELIGIBILITY

The figures below show the distribution of FBI employees by years until retirement eligibility



1801
Investigation

2210
IT Management

0080
Security
Administration

1040
Language Specialist

0856
Electronics Technical

5%

4%

2%

2%

2%

APPENDIX D: INPUTS TO FBI HUMAN CAPITAL STRATEGY 2020

DIVISION INPUT

HRD met with executives from the Counterintelligence Division, Counterterrorism Division, Cyber Division, Criminal Investigative Division, Terrorist Screening Center, and the Intelligence Branch, as well as executives from several field offices, to conduct HR Strategy Sessions (HRSS). These sessions enabled HRD to identify and address the most pressing human capital-related issues facing these divisions and field offices, which collectively represented program management responsibility for approximately 50% of the FBI workforce. Several key themes around opportunities for improvement emerged from these sessions, and those themes informed the development of this five-year strategy.

DATA ANALYSIS

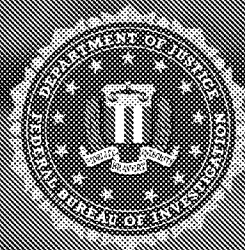
As part of the HRSS process, HRD collected and analyzed workforce demographics, diversity and inclusion, and development data as well as deep dives analyses of specific mission-critical workforce segments. This workforce analysis coupled with annual climate survey results ensured leadership was equipped with sufficient information to identify and discuss the most pressing issues to inform the development of the *FBI Human Capital Strategy 2020*.

HUMAN RESOURCES SUBJECT MATTER EXPERT INPUT

In addition to the HRSS with division executives, HRD leaders and SMEs also participated in a conference facilitated by outside consultants with workshops designed to determine the key requirements and future direction for better addressing FBI workforce needs. A number of management priorities were identified along with opportunities to enhance the quality of human resources customer service delivery in the future. These priorities and opportunities also informed this five-year strategy.

ALIGNMENT WITH ONGOING HUMAN CAPITAL PLANNING EFFORTS

In addition to input from Headquarters divisions, Field Offices, and HRD leaders and SMEs, ongoing long-term and strategic efforts were also taken into consideration as important parts of the FBI's future human capital strategy. Those efforts include the development and deployment of HR Source, establishment of the HR Professional Development Program, and continuation of the HRSS process.



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Cover photo: FBI Chicago Field Office